

SUMMARY STATEMENT OF MEETINGS OF TEAM CAPTAINS  
WITH STAFF MEMBERS OF HOUSE POST OFFICE  
AND CIVIL SERVICE COMMITTEE

During the meetings the department and agency representatives expressed a desire to be permitted to give a more complete picture of their current status. To avoid the preparation of a voluminous report the following information is to be submitted to the Committee by not later than November 24, 1955.

1. A list of major functions performed
2. A brief description of each function including the main activities or elements within each function
3. The approximate number of personnel in each function
4. A brief statement of the general status of each function, i.e. is it expanding or decreasing, and if so, why.

In general the breakout of personnel should show the distribution among the following major categories of functions. Where civilian and military are both reported, they should be shown separately under the functions selected.

1. Executive Direction and Control to include the personnel in the immediate offices of:
  - a. the Secretary, the Under-Secretary and Assistant Secretaries of departments or their equivalent in the agencies,
  - b. the heads of the major operating bureaus or divisions reporting directly to one or more of the above, and
  - c. the heads of the regional or field offices or commands reporting directly to the civilian or military head of the department or agency.

2. Administrative Services:

To include the following types of function, where applicable: Accounting, auditing, budgeting, finance, legal, manpower, organization and methods, personnel, plans and programming, public information, reporting, safety, etc.

- 2 -

3. Support:

To include the following types of function, where applicable: Communication, food service, laundry and dry cleaning, maintenance (equipment, buildings and real property), medical, police, supply (including warehousing), training, transportation, etc.

4. Substantive or Primary Programs:

These functions should normally be peculiar to one department or agency. A distinction should be made, where an agency has as a primary function an administrative service or support function, between the internal function performed for the agency itself and the primary function. For example: The Bureau of the Budget has budgeting both as an internal administrative service function and as an external primary program function.

In general, the Executive Direction, Administrative Services and Support functions should, to varying degrees, be common to all departments and agencies. Since this report is intended merely to give the Committee a clearer picture, than the total employment figures can present, order of magnitude estimates of manpower by function are acceptable and will be considered as such. The latest personnel or budgeting data may be used, except where departments or agencies have already installed a functional accounting system that embraces manpower as well as dollar expenditures. The "as of" date for the figures used should be given and the estimates by function should equal the total employment as of the date selected.

In addition to the request for permission to elaborate upon the status of the various programs several questions were raised that have general application. The answers have been cleared with and concurred in by both Congressman Murray, Chairman of the Post Office and Civil Service Committee and Congressman Davis, Chairman of the Subcommittee on Manpower Utilization and Departmental Personnel Practices. The questions and answers are as follows:

1. What do we do where Congress has directed and authorized an expansion in a program? Do we cut back the approved expansion program some and also cut back elsewhere in the department in order to come up with an overall decrease?

Re-evaluate the expanded program in light of current conditions to hold the projected requirements to a minimum and reduce elsewhere the current employment to achieve an overall reduction.

- 3 -

2. Suppose we have had a major cutback in the past year or two? Do we get any recognition for that or do we take a ten per cent cut like everyone else?

That depends on the nature of the cutback. If the department were relieved of a responsibility by Congress, or if the Congress imposed a cut, then no credit should be given. If the cutback were based on an honest effort at self-improvement, then recognition will be given.

3. What do we do about the possibility of supervisor downgrading, due to a reduction in numbers supervised, creating resistance?

The Chairman has formally requested the cooperation of the Civil Service Commission in preventing such downgradings. A copy of their reply, stating their position, will be forwarded you in the near future.

4. Do we review military as well as civilian manpower?

If a department or an agency wishes to look at total manpower, it will not be discouraged from doing so. It is recognized that reviewing the military and civilian manpower separately tends to encourage dual supervision and use of manpower in excess of requirements. Recognition will be given for a reduction in non-essential military personnel made by those departments with military personnel. Reductions in military and civilian manpower should be separately identified.

5. Is this to be a "one-shot" program aimed at an immediate reduction, or is the Post Office and Civil Service Committee to have a continuing interest in manpower utilization?

There is to be a continuing review of manpower utilization. This review system will be designed to serve both peacetime and emergency needs for manpower accounting and programming.

6. Why aren't financial controls enough; why do we have to talk about manpower when we have dollar controls?

Though interested in dollar economies, this Committee is charged with the review of manpower utilization. Data on manpower (the number of persons used to accomplish a program) is essential if the Committee is to discharge its responsibility to the Congress.

- 4 -

7. Will the Committee expect a ten per cent reduction every year?

Obviously a ten per cent reduction cannot be expected every year. However, the Committee does expect a continuing effort on the part of all departments and agencies to improve manpower utilization. Establishing adequate accounting for manpower and developing sound manpower programming and personnel practices are key components to good utilization.

8. May we reopen the choice of functions suggested in light of the criteria established?

Certainly, where coverage isn't adequate or where the number of employees involved is small, a change should be made. The Committee should be advised as to any changes in functions to be surveyed.

9. May we report in more detail than required by your report?

Yes, provided you also present the data as requested in Exhibits "D" and "E".

10. Will the Committee professional staff be made available for consultations and perhaps even meetings with others in our department?

Yes, within the limits of the time available from the staff work to be done for the Committee.

11. Are other functions to be surveyed upon completion of the study of the function(s) reported to the Committee?

Yes, the functional survey phase of the Committee program will consist of a very detailed and critical study of its operations on a function by function basis. This is a continuing program.